

Localities that are interested in pursuing the financing will need to submit a Tourism Development Plan which will be reviewed and certified by the Virginia Tourism Corporation (VTC). The Tourism Development Plan submitted can be an existing plan already adopted by a locality, or a plan can be created using VTC's Tourism Development Plan website.

The purpose of the plan is to (1) outline the specific void the proposed project will fill; (2) provide accurate representations of a locality's current tourism product and assets, infrastructure, marketing efforts and visitor profiles; and (3) show the return on investment the proposed project will have to the local tourism economy.

» **Confidential + Proprietary Information** «

If confidentiality of any information is necessary and applicable while exploring the eligibility of your proposed tourism development project with VTC, you must mark the information as "confidential and proprietary records." This includes print, audio and video information shared with Virginia Tourism Corporation via email, email attachments, standard delivery or courier. » § 2.2-3705.6 (3)

*Please note that ownership of information and documentation submitted to the Virginia Tourism Corporation (VTC) either during preliminary discussions or as part of a Tourism Development Financing Program application constitute public records under the Virginia Freedom of Information Act (FOIA) and shall be subject to public disclosure in accordance with FOIA. Proprietary information and documentation submitted by an applicant shall not be subject to public disclosure under FOIA. **To prevent disclosure, however, the applicant must specifically identify the information or documentation to be protected.** Public records that VTC determines are not proprietary will be subject to public disclosure under FOIA, even if marked as confidential by the applicant.*

SECTION 1: PROPOSED PROJECT

1-A Briefly describe the overall scope and concept of your proposed project, including the total capital investment.

>> Visit <http://www.vatc.org/TDFinancingProgram/> to review requirements

The proposed hotel development is located within the Coliseum Central Tourism Zone. This area serves as the central tourism district for the City of Hampton and encompasses more than 2,400 acres. Coliseum Central is anchored by the Hampton Roads Convention Center at one end of Coliseum Drive and by the Boo Williams Sportsplex at the other end. Located along this corridor are other tourism amenities such as Peninsula Town Center, the upcoming Riverpointe Shopping Center – an anticipated \$60M retail investment - along with other unique restaurants and entertainment offerings. In close proximity to the site are other tourism-related businesses and attractions such as Bluebird Gap Farm, Power Plant of Hampton Roads and Bass Pro Shops Outdoor World. The Coliseum Central district is Hampton's core tourism and retail node that visitors view as a destination with its combination of hotels, convention space, entertainment venues, attractions and retail selections.

The proposed development will be a 120 room hotel located within the Peninsula Town Center - an open air mixed-use lifestyle center. The hotel will be part of a multipronged redevelopment strategy centered on the former Macy's Department Store building and site. Macy's closed in 2016, leaving behind a vacant, 172,000 square foot building constructed in 1977. Visible from Interstate 64, the new hotel will provide new lodging options for visitors in addition to bringing significant reinvestment to the City.

The proposed project will appeal to the diverse tourism travelers who come to Hampton to participate in professional, cultural, trade show, entertainment, sporting, private, and other events.

The Coliseum Central Tourism Zone district has a strong mix of public facilities, destination retailers, entertainment venues, hotels, and recreational amenities that support tourism. Tourism assets for this area include:

- **Location** – Convenient access to Interstate 64 and Interstate 664 and in the heart of the Hampton Roads Region
- **Hampton Coliseum** – Home to the Hampton Jazz Festival, Virginia Duals, and other annual events that generate hotel room demand; the versatile 84,000 sq. ft. facility hosts a variety of events such as sporting events such, WWE and more.
- **Hampton Roads Convention Center** – This regional convention center provides 344,000 total square feet of convention and exhibit space, 35 flexible meeting spaces and capacity for up to 14,000 delegates. A spacious 102,000 square foot exhibit hall with oversized freight loading doors and a grand ballroom with banquet seating for 2,000 provide a versatile venue known that is well-known for exceptional service.
- **Boo Williams Sportsplex** –A 135,000 square-foot, \$13.5M sports facility specifically designed for amateur athletic competitions such as basketball, indoor field hockey, volleyball, and more. In 2014, Connect Sports magazine named the Boo Williams Sportsplex in Hampton one of the top amateur basketball venues in the country.
- **Bluebird Gap Farm** – A 60-acre farm with approximately 150 domestic and wild animals.
- **Air Power Park** – A 15-acre outdoor park which highlights the air power that played a vital part in America’s early space exploration and aircraft testing.
- **Central Park** – When completed, it will be a primary amenity for residents and visitors and serve as a regional tourism destination. The 3.3-mile nature trail will run from Air Power Park, past the Coliseum, over Interstate 64 to Power Plant at Hampton Roads and Bass Pro Shop. The Park and Trail System will include promenades, a raised boardwalk/upland trail network, and trailheads or waysides. Amenities will include attractive gateway treatments and landscaping, interpretive/educational elements and public art as well as active and passive recreational opportunities. The initial estimated cost of construction totaled over \$11.5M. The project is phased and certain portions are already underway or completed.
- **Power Plant of Hampton Roads** – Developed by the renowned Cordish Company, Power Plant of Hampton Roads offers visitors retail and restaurants and night life entertainment.
- **Bass Pro Shops Outdoor World** – A destination retailer that provides museum-quality wildlife dioramas, huge murals and chandeliers depicting outdoor scenes, massive log and rock work, waterfalls and a 19,000 gallon aquarium stocked with native fish species.
- **Peninsula Town Center** – The \$270M lifestyle center features over 70 stores and restaurants and includes specialty retail and 16 eateries. The center is the location of signature restaurants found nowhere else on the Peninsula. Two public parks, luxury apartments and class-A office spaces are also located within the lifestyle campus.
- **CineBistro** – An extraordinary premium movie theatre and dining experience captured in one unique entertainment venue.
- **Langley Speedway** – is in close proximity to the district, and has a well-established and well-earned reputation as one of NASCAR’s best weekly tracks. From its modest opening in 1950 as a dirt track, Langley remains southeastern Virginia’s longest-running professional sports enterprise and one of the oldest in the Commonwealth.

1-B What deficiency (void) in your local tourism economy will this tourism development project fill?

** Please provide a copy of the local development plan(s) which identifies this deficiency(ies)*

>> Visit <http://www.vatc.org/TDFinancingProgram/> to review requirements

What perceived VOID in your local tourism economy will this proposed project fill?

Hampton is losing group, convention, and athletic lodging and event business due to the quality of some hotels in our market. From 2010 to future dates, Hampton has lost 313,241 room nights specifically due to poor hotel quality and/or the lack of a second headquarters hotel option to satisfy room block demand.

In Hampton, the older hotel stock means Hampton loses lodging business to newer hotels located in neighboring cities when there are room-night generating events at Hampton Roads Convention Center and Boo Williams Sportsplex.

In addition, Hampton's current hotel stock is high in low performing accommodations which do not meet the demands of event attendees, convention planners and regional tourists considering Hampton. The number of modern full and select service hotels is insufficient to support the current and future needs and consequently constrains other tourism related activities in Coliseum Central. Redevelopment of the site is critical to the success of the large tourism related public investments such as Hampton Roads Convention Center, Boo Williams Sportsplex and the Hampton Coliseum. The project is needed for the continued implementation of the Coliseum Central Master Plan which calls for the development of new hotels along with other tourism and retail related investments.

A 2014 study conducted Hunden Strategic Partners concluded that business at Hampton Roads Convention Center plateaued over the past three to five years due to limitations of the room block potential. According to the study, there are only 440 quality hotel rooms within walking distance of the Hampton Roads Convention Center and a grand total of 850 quality hotel rooms in the city. The appropriate room block for the Hampton Roads Convention Center is 1,500 rooms. Reasons for this void include:

- The 2008 closure of the former Holiday Inn Hotel and Conference Center resulting in the loss of 300 rooms and a full-service hotel
- Lack of convention-quality rooms to attract the size of the Hampton Roads Conference Center was designed to accommodate.
- Limited inventory of modern, quality rooms to host weekend guests for concerts or athletic events
- Feedback from convention and meeting planners confirms that 4 of the 9 hotels closest to Hampton Roads Convention Center are substandard and not suitable for convention business.
- Up to 40% of visitors for the Boo Williams Sportsplex in Hampton stay in other localities and boost those localities' tax revenues
- Only 4 of the 10 hotels closest to the convention center were built this century and the average age of the others is 32 years old
- Hampton's existing hotel stock, due to age and conditions, impact the city's Average Daily Rate (ADR), Occupancy Rate, and Revenue Per Available Room (REVPAR) – the metrics used by hoteliers to measure investment risk for new hotel construction

- ADR and REVPAR for Hampton limits the development of quality hotels which will not occur without incentives to private developers

Having new hotel product will improve these metrics, allowing the city to retain more of its tourism-related hotel nights and attract new convention business to the city.

In addition to having a net positive benefit on tourism-related activity in Coliseum Central, the project will support other tourism related assets and activities throughout the City of Hampton

This project will also influence future tourism-related investments that are being considered by Hampton and included in the Coliseum Central Master Plan. Specifically, the City of Hampton is exploring the feasibility of building a \$30-million dollar competition aquatics facility near Hampton Coliseum to create another tourism demand-generator in the city.

1-C Will this proposed project fit into an existing Tourism Zone?

>> Visit <http://www.vatc.org/TDFinancingProgram/> to review requirements

YES NO

1-D The proposed project will accomplish the following:

Projected, annual, staff hours created from this specific project projected to be **44,720 annual hours (combined estimate)**

- Full time is **10,400 hrs annually**
- Part time is estimated **34,320 hours**

** Total, annual number of full (40 hrs./week) and part-time hours combined*

Projected, annual, salary expenditures specific project projected to be **\$450,000 (combined estimate)**

- **5 FTE at an average \$35,000/yr**
- **22 part-time positions at \$12.57/hr average hourly rate**

** Total, annual, combined salary costs for all full (40 hrs./week) and part-time jobs*

- Projected, annual, local tax revenue from project expected to be **\$2,340,246. (8% city lodging tax over 10 year period) - Tax revenue from meals, BPOL and Real Estate are not included in calculations**

Projected, annual, state tax revenue from project expected to be **\$1,257,888.00 (4.3% state lodging tax over 10 year period)**

Projected, annual visitors to the new business (total) are expected to be

- **27,725 – based on developer’s first year pro forma**

Projected, annual out-of-town visitors (50 miles or more) to the new business are expected to be

- **24,953 – based on an estimate of 90% of the projected visitors to be from out-of-town**

SECTION 2: PRODUCT ANALYSIS

2-A What attributes best describe your area: (Select all that apply)

Nature / Outdoor Recreation

- Mountains
- Scenic Drive
- State Parks
- Hiking
- Camping
- Caverns
- Lakes
- Rivers
- Beaches
- Chesapeake Bay
- Wildlife Watching
- Motorsports
- Road cycling
- Agricultural – Wineries
- Agricultural – Farmers Markets
- Agricultural – ‘Pick your own’

Other

History / Heritage

- Revolutionary
- Civil War
- Civil Rights
- Virginia Indian
- African American
- European American
- (German, Irish, British, etc.)

Other

Epicurean / Experiential

- Small towns & Main street communities
- Locally owned bistros and restaurants
- Virginia specialties / Southern cuisine
- Ethnic foods
- Resorts-High-end
- Fine Dining
- Spa services

Other

Do you offer seasonal or year-round experiences?

- Seasonal
- Year-round

Do you have a peak season

- Spring
- Summer
- Fall
- Winter

Sports / Recreation

- Boating/Sailing
- Canoe/Raft/Kayak
- Fishing-Fresh Water
- Fishing-Salt Water
- Golf
- Horse Racing/Horse Shows
- Hunting
- Motor Sports/NASCAR/Indy
- Biking
- Road cycling
- Snow Sports
- Sports Event College/Professional
- Sports Tournament – Personal or Family

Other

Arts / Culture

- Museum-Children’s
- Museum-History
- Museum-Military
- Museum-Science
- Museum-Fine Art
- Historic Homes
- Plantation Homes
- Colleges/Universities

National Monument – Ft Monroe

Entertainment / Amusement

- Amusement/Theme Parks
- Festivals-Food
- Festivals-Heritage
- Festivals-Music
- Festivals-Wine
- Festivals-Arts & Crafts
- Live Performance & concerts
- Shopping-Antiques
- Shopping-Arts & Crafts
- Shopping-Malls
- Shopping-Outlets
- Shopping-Wineries

Other

SECTION 2: PRODUCT ANALYSIS

2-B What are the major lures and drivers that attract tourists to your area?

What are the major attractions, activities and experiences that draw visitors to your area?

HISTORY - Founded in 1610, Hampton has a rich and diverse history which mirrors the challenges and growth of the nation from its very beginnings to the present. Historic events such as the early colonial settlement of America, the French and Indian War, the American Revolution, the War of 1812, the American Civil War defined Hampton. Early innovations in flight and space exploration in the 20th century were also integral elements of Hampton's history.

NATURE - The natural assets of Hampton also attract recreational visitors as the city offers beaches, parks and recreational water opportunities at several outdoors locations including Fort Monroe, Grandview Nature Preserve, Sandy Bottom Nature Park, Bluebird Gap Farm, Air Power Park, Carousel Park, Mill Point Park, Blue Water Marina, Hampton Yacht Club, Bluewater Marina, Downtown Hampton public pier, the Hamptons and Woodlands Golf Courses, Hampton Tennis Center and Buckroe Beach.

TOURISM - Hampton has a variety of visitor and sports-related tourism attractions including the Virginia Air and Space Center, Hampton History Museum Fort Monroe National Monument, Boo Williams Sportsplex, Hampton Coliseum and Hampton Roads Convention Center, Hampton University (Hampton University Convocation Center and Hampton University Museum) and The American Theatre. Additional visitor opportunities include the Peninsula Pilots baseball at War Memorial Stadium, NASCAR Short Track racing at Langley Speedway and historic neighborhoods and business districts.

PROXIMITY - Hampton is ideally positioned in Coastal Virginia between Williamsburg and Virginia Beach. The city offers convenient, close proximity to the North Carolina Outer Banks. Visitors find the location of Hampton hotel accommodations is ideal for exploring the region and all it has to offer.

2-C What is your UNIQUE factor? What sets you apart from the competition?

Unique by definition:

- The only one; without a like or equal; distinctively characteristic; atypical or unusual

What makes your destination truly different? Is it a particular attraction, historical location, cultural experience, social, ethnic or religious center or a geographical element different than that of a neighboring locale? Or is it a combination of the aforementioned?

One distinct attraction for Hampton is Amateur Sports Tourism. Hampton has become a regional destination for this market segment due to the sports-related assets and related venue programming within the city. These include

Boo Williams Sportsplex

- hosting basketball, cheerleading, gymnastics, volleyball, track & field and other indoor youth sports tournaments and camps throughout the year

- 400,000 youth sports visitors & 30,000 hotel stays annually
- Annual host to AAU National Championship games, Nike Invitational, and Special Olympics competitions

Additional Youth Sports

- 6 private little league with over 125 different teams, 3 private Soccer leagues, and 10 additional private athletic associations participating in football, basketball, cheerleading, and fast pitch softball
- Hampton Parks & Recreation operates 4 sports leagues including youth basketball, fast pitch softball, football, and cheerleading accommodating 2,300 participants.
- Hampton City School sports teams include over 2,100 students each year.

Hampton’s *unique* factor is the part it played in shaping history during the American Civil War. Fort Monroe, now a National Monument, was one of the very few fortifications in the south that did not fall into Confederate hands. Known as Freedom’s Fortress, Fort Monroe has a very unique history as a result of the role it played in providing sanctuary to enslaved men and women with General Benjamin Butler declaring them contraband of War. Ft., Monroe is a notable historic site and symbol of American Freedom. Fort Monroe was also known for housing the former Confederate President, Jefferson Davis, who was held at the fort. His first months of confinement were spent in a cell of the casemate fort walls that is now part of its Casemate Museum. This is especially unique to Hampton and cannot be found in any other location in the United States.

2-D Who is your major competition?

Is there a particular region, community, attraction or travel experience that is your primary competition? How many other destinations have similar factors within 5-0 – 100 – 150+ miles?

The historic triangle (Williamsburg/Jamestown/Yorktown) offer visitor experiences related to the Colonial period, Revolutionary War and War of 1812. Virginia Beach and the Outer Banks offer recreational opportunities such as beaches, water sports and parks.

Brief history of the property

The property was originally developed as Coliseum Mall, in the early 1970’s and was completely redeveloped in 2009 as the Peninsula Town Center. The Peninsula Town Center incorporates a walkable, main street design in a total of ten buildings with ground floor retail and office and multifamily space above. The property was designed as a pedestrian friendly, urban destination and features a diverse product and entertainment offerings that draw families and single shoppers alike. The design includes a centrally located interior plaza with fountains and abundant outdoor seating for restaurants and surrounding retailers. These elements combine to create a unique shopping environment that is unique to the market. The property is an open-air regional destination serving the Hampton Roads region of Virginia. It features a mix of uses including 685,518 square feet of retail space, 131,817 square feet of office space and the Chapman Apartments, a residential component within the lifestyle center, consisting of 158 apartment units (146,820 square feet).

Space Summary

Retail:	Over 675,000 square feet of retail space in multiple buildings
Office :	Over 130,000 SF
Proposed Hotel:	95,000 square feet and 120 guest rooms
Apartments:	23 Units within existing Building G with average unit sizes from 592 to 1,750 SF will be completed by first quarter 2017. 162 apartments planned for construction.

The property is subject to bond financing that was part of the initial development financing and development. Financing for the project comes from different sources, including the developer and the sale of \$92.5-million of tax-exempt bonds. To repay the bonds, the City diverts to the Issuer all incremental taxes above those collected during a base year as well as 50% of incremental sales tax, 25% of incremental meals tax and 50% of incremental amusement tax. In addition, the City levied a special ad valorem real estate tax in the amount of \$0.25 per \$100 value.

There is also a facility charge transaction fee (.5% fee applied to all retail purchases and fine dining) that is collected by the City Council approved Community Development Authority. It is anticipated that these revenues will be available to repay the Refunding Bonds.

Hotel Information

The location of the hotel within the Peninsula Town Center will make it highly visible from Interstate 64 and a desirable hotel destination.

The anticipated hotel flag for this location will be the first in the Hampton Roads region and possibly the entire state. The extended stay brand is a well-recognized, upscale venue. The brand is known as an eco-conscious hotel. This is done which in a variety of ways, including construction practices, paper recycling bins in each room, recycled materials in carpets and low VOC interior paints. Reflecting the smart design of urban residences, the flowing layouts of guest rooms were created to maximize and customize the room and unique features contribute to the upscale guest experience.

In addition to the 120 rooms, the hotel will have 1,000 square feet of meeting space, offer a standard hotel breakfast, fitness center, roof terrace, and indoor pool.

Visitor Experience

Guests of the proposed hotel will be located inside of Hampton’s premier lifestyle center which offers pedestrian oriented shopping and dining experiences as well as center-programmed events. This will provide hotel guests with a unique feature that is not replicated in the other lodging venues. The hotel is also located midway between the Hampton Roads Convention Center and the Boo Williams Sportsplex which will make it a preferred lodging location. All of this, combined with the extended stay amenities, will enhance the visitor experience.

Why Gap Financing is needed

The REVPAR and ADR in Hampton are below thresholds which would encourage private investment to build the desired product. As a result the project may not be financially feasible without the cash flow enhancement available through the TDFP. As the developer has indicated “Given the costs of construction related to the ADR achievable, the project needs gap funding. It is simple, without the gap funding, we do not have enough equity to get this deal done”

Official Applicant

Eleanor Brown, Chair
 Hampton Economic Development Authority
 1 Franklin Street, Suite 600
 Hampton, VA
 business@hampton.gov

Developer

The Tabani Group
 16600 Dallas Parkway – Suite 300
 Dallas, TX 75248

Verification of at least 70% funding of Tourism Project through Debt or Equity

Contact information for the lenders who can verify funding availability: **Frost Bank**
Aaron Echols- Vice President
2950 North Harwood
Dallas, TX 75201
 1-866-376-7889

Contact information for the lenders who can verify funding availability:

Contact information for the tax attorney who can verify status of equity:

Please illustrate in the **TDFP Sources & Uses** spread sheet not more 30% gap financing, including partner contributions

Sources and Uses of Funds

Sources of Funds:	
Developer Equity	\$3,800,000.00
Primary Lender	\$11,690,000.00
Other funding resource – Tourism Gap Financing	\$1,815,729.00
Total Source of Funds:	\$17,305,729.00
Use of Funds:	
Hard Costs	\$10,991,152.00
Soft Costs	\$4,808,009.00
Working capital	200,000.00
Bond Payoff	\$1,306,568.00
Total Use of Funds (Total Project Cost):	\$17,305,729.00

SECTION 3: S.W.O.T. ANALYSIS**3-A Gauge your tourism INFRASTRUCTURE**

How would you rate your **Transportation**?

	Excellent	Average	Weak
Interstates	<input type="checkbox"/>	X	<input type="checkbox"/>
Secondary roads	<input type="checkbox"/>	X	<input type="checkbox"/>
Signage	<input type="checkbox"/>	<input type="checkbox"/>	X
Bus travel	X	<input type="checkbox"/>	<input type="checkbox"/>
Train travel	<input type="checkbox"/>	<input type="checkbox"/>	X
Air travel	X	<input type="checkbox"/>	<input type="checkbox"/>
Waterways	X	<input type="checkbox"/>	<input type="checkbox"/>
Taxi service	<input type="checkbox"/>	X	<input type="checkbox"/>
Biking paths	<input type="checkbox"/>	<input type="checkbox"/>	X

How would you rate your **Public Services**?

	Strong	Average	Weak
Police force	<input type="checkbox"/>	X	<input type="checkbox"/>
Healthcare	X	<input type="checkbox"/>	<input type="checkbox"/>
Public Utilities	X	<input type="checkbox"/>	<input type="checkbox"/>
Waste management	X	<input type="checkbox"/>	<input type="checkbox"/>
Rescue support	X	<input type="checkbox"/>	<input type="checkbox"/>
Communications	X	<input type="checkbox"/>	<input type="checkbox"/>
Public parks/recreation	<input type="checkbox"/>	X	<input type="checkbox"/>

How would you rate your **Environment**?

	Strong	Average	Weak
Air quality	<input type="checkbox"/>	X	<input type="checkbox"/>
Noise levels	<input type="checkbox"/>	X	<input type="checkbox"/>
Traffic	<input type="checkbox"/>	<input type="checkbox"/>	X
Landfills	<input type="checkbox"/>	X	<input type="checkbox"/>
Wetlands	X	<input type="checkbox"/>	<input type="checkbox"/>
Public health	<input type="checkbox"/>	X	<input type="checkbox"/>

SECTION 3: S.W.O.T. ANALYSIS

3-B Gauge your tourism ECONOMY & BUSINESS COMMUNITY

How would you rate your Accommodations?

	Strong	Average	Weak
B&Bs	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Inns	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Hotels	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Resorts	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Rental property	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Cottages	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Cabins	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Campsites	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>

How would you rate your Attractions?

	Strong	Average	Weak
Shopping	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dining	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Historic	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Museums	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Wineries	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Music festivals	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Zoos / animal parks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Art galleries	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Nature trails & facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate your Facilities?

	Strong	Average	Weak
Universities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Performing arts	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Outdoor parks	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Convention facilities	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sporting venues	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Event spaces	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

SECTION 3: S.W.O.T. ANALYSIS

3-C Gauge your LOCAL SOCIAL AND CULTURAL ASSETS

How would you describe your **Heritage & Culture?**

	Strong	Average	Weak
Multi-cultural diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
Geography	X	<input type="checkbox"/>	<input type="checkbox"/>
Architecture	<input type="checkbox"/>	X	<input type="checkbox"/>
Historical improvements	<input type="checkbox"/>	X	<input type="checkbox"/>
Language	<input type="checkbox"/>	X	<input type="checkbox"/>
Material culture	<input type="checkbox"/>	X	<input type="checkbox"/>
Aesthetics	<input type="checkbox"/>	X	<input type="checkbox"/>
Religious diversity	X	<input type="checkbox"/>	<input type="checkbox"/>

How would you rate your **Integrity of the Area?**

	Strong	Average	Weak
Safety	<input type="checkbox"/>	X	<input type="checkbox"/>
Cleanliness	<input type="checkbox"/>	X	<input type="checkbox"/>
Friendliness	X	<input type="checkbox"/>	<input type="checkbox"/>
Stability	X	<input type="checkbox"/>	<input type="checkbox"/>
Quality of life	<input type="checkbox"/>	X	<input type="checkbox"/>

How would you describe your **Local flavor?**

	Strong	Average	Weak
Visitor friendly	X	<input type="checkbox"/>	<input type="checkbox"/>
Civic-mindedness	X	<input type="checkbox"/>	<input type="checkbox"/>
Respect for diversity	X	<input type="checkbox"/>	<input type="checkbox"/>
Political climate	<input type="checkbox"/>	X	<input type="checkbox"/>
Unity among civic groups	X	<input type="checkbox"/>	<input type="checkbox"/>
Local sports team support	<input type="checkbox"/>	X	<input type="checkbox"/>
University/College town		X	

3-D Gauge your TOP 3 Strengths, Weakness, Opportunities and Threats

S.W.O.T. analysis is a process that identifies the strengths, weaknesses, opportunities and threats of an organization. Specifically, SWOT is a basic, straightforward model that assesses what an organization can and cannot do as well as its potential opportunities and threats. The method of SWOT analysis is to take the information from an environmental analysis and separate it into internal (strengths and weaknesses) and external issues (opportunities and threats). Once this is completed, SWOT analysis determines what may assist the organization in accomplishing its objectives, and what obstacles must be overcome or minimized to achieve desired results.

<p>Strengths</p> <p>Obvious natural priorities</p> <ul style="list-style-type: none"> • Likely to produce greatest ROI (Return On Investment) • Likely to be quickest and easiest to implement • Probably justifying immediate action-planning or feasibility study 	<p>Weaknesses</p> <p>Potentially attractive options</p> <ul style="list-style-type: none"> • Likely to produce good returns if capability and implementation are viable • Potentially more exciting and stimulating and rewarding than S/O due to change, challenge, surprise tactics, and benefits from addressing and achieving improvements
<p>Threat</p> <p>Easy to defend and counter</p> <ul style="list-style-type: none"> • Only basic awareness, planning, and implementation required to meet these challenges • Investment in these issues is generally safe and necessary 	<p>Opportunity</p> <p>Potentially high risk</p> <ul style="list-style-type: none"> • Assessment of risk crucial • Where risk is low then we must ignore these issues and not be distracted by them • Where risk is high we must assess capability gaps and plan to defend/avert in very specific controlled ways

TOP 3 STRENGTHS - Characteristics of community or area that give it an advantage over others

1. The established sports tourism market and venues to accommodate a variety of events
2. Fort Monroe National Monument - a unique destination within the City that includes historic sites, recreation, camping, dining, residences for lease, churches, the city and the presence of the National Park Service
3. Centralized location within the region for easy access to other visitor attractions

(+) Add a new Strength

TOP 3 WEAKNESSES - Characteristics that place your community or area at a disadvantage relative to others

1. Competition within the region for sports tourism and meeting revenue
2. While very important, Hampton's history does not stand out in a region where so many occurrences of historic significance have taken place
3. Hampton offers wonderful beaches, but it does not offer a resort or oceanfront experience

(+) Add a new Weakness

TOP 3 OPPORTUNITIES - External chances to achieve greater success and profits in your industry

1. Improvement of hotel stock will aid Hampton
2. Additional investments in sports-related tourism venues will positively impact occupancy, ADR, ReVPAR and Revenue for the City of Hampton and the Commonwealth
3. Accelerated investments are being made in the Newmarket Central Park

(+) Add a new Opportunity

TOP 3 THREATS - External elements in the environment that could cause trouble for business or community

1. Economic downturn
2. Climate change/sea level rise
3. Road network and infrastructure (HRBT) negatively impacts travel

(+) Add a new Threat

SECTION 4: MARKETING PLAN

4-A Please submit your current or existing marketing plan.

What is a Marketing Plan?

A marketing plan is an official, adopted plan by which an organization or community can maximize its tourism potential. It answers key questions which provide direction for a community's tourism marketing activities. A marketing plan brings together an organization's research, particular goals, measureable objectives, brand ideals and other important considerations in one concise, executable directive.

Key questions a marketing plan can include are:

- Summary and Introduction
Who are we?
- Marketing Objectives
What are we trying to accomplish?
What measurable outcome do we want?
- Situation Analysis
What are we trying to achieve?
- Target Markets
Who is our audience or customer?
- Strategies and Tactics
What vehicles will we use?
What messages will we use?
- Tracking and Evaluation
How will we measure our success?

A marketing plan:

- Allows an organization to look internally to fully understand the impact and results of past marketing
- Allows the organization to look externally to fully understand the market in which it chooses to compete
- Sets future goals and provides direction that everyone in the organization should understand and support

**** IMPORTANT ****

Please include a statement or brief description on how the aspects of your new development project will be included with, but also augment and enhance, your current marketing plan. Mention how the new product you are developing {i.e. guest rooms, meeting space, retail, dining, outdoors experiences, parks, sports & entertainment venues} will enhance the visitor experience, amenities for locals, have a positive impact on surrounding tourism businesses and support regional tourism efforts .

Your marketing plan will have the following affects:

▪ Visitation increased by	5%
▪ Tourist expenditures increased by	3 %
▪ Combined <u>development</u> and <u>private sector</u> investments of	\$12,560,000
▪ Visitor Satisfaction increased by	10%
▪ Number of partnership participants in your marketing plan	3

Build your tourism plan:

A locality / local EDA can begin the tourism development plan process by visiting > <http://www.Virginia.org/TDPlan>.

HAMPTON MARKETING PLAN

Summary and Introduction

Hampton is a vibrant waterfront destination located in the geographic center of Coastal Virginia. The city presents visitors with an array of diverse experiences that are unique to Hampton as a result of its 400-year history. The Hampton Convention & Visitor Bureau (HCVB) exists to generate revenue for the City of Hampton by generating lodging tax, sales tax, admissions tax, and meals tax through the effective marketing of Hampton’s tourism product. This product includes spectacular event venues that can accommodate up to 14,000 people; popular retailers and boutique shopping; eclectic dining that presents options from food trucks, casual dockside, formal culinary experiences, and brew pubs; and entertainment and visitor attractions such as the Virginia Air & Space Center, Fort Monroe, Buckroe Beach and Hampton University. HCVB strives to provide effective destination management leadership and marketing of Hampton tourism product, while continuing to pursue new opportunities that expand our tourism and meeting offerings.

Marketing Objectives

This development will present new product to appeal to potential new Hampton visitors, while presenting exciting new options to existing groups that annually patronize our event venues. This new tourism driver will serve to complement and expand Hampton’s visitor experiences, increasing Hampton’s destination appeal.

Our effectiveness is measured in the amount and economic impact of contracted group business, hotel occupancy, revenue per available room and room demand; the circulation and advertising value of free third-party-credible media placements generated through our media relations efforts, and the numbers of visitors assisted in Hampton at visitor center service locations, web site and social media.

Situation Analysis

Hampton has served as a leader in Coastal Virginia tourism throughout its history. From its 20th century resorts at Old Point Comfort and the amusements of Buckroe Beach, its legacy as “Crabtown” and a 20th century hub for Bay seafood, to Hampton Coliseum (constructed in 1969), the 344,000 square foot Hampton Roads Convention Center which opened to the public in 2005, and the Boo Williams Sportsplex which opened in 2008, Hampton has seized opportunities to drive tourism and to accommodate visitors as they experience our regional assets. While Jamestown and Williamsburg are nationally recognized for interpretation of colonial history, and Virginia Beach is renowned for water recreation, Hampton presents both of these offerings, plus visitor-generating venues and accommodations that make the notion of hub-and-spoking to neighboring attractions very desirable.

Hampton is the founding site of NASA and America’s air and space innovations, present site of NASA Langley, Langley Air Force Base and Fort Monroe, which served our nation as a federal Army installation until 2011. BRAC impacted Fort Monroe, resulting in the cessation of military operations. A positive outcome of this development occurred when Fort Monroe was named a National Monument by President Obama. The National Park Service’s presence and developing historical interpretation of the historic site presents an opportunity for Hampton to be promoted by federal, state and regional partners. Hampton’s NASA and African American heritage recently garnered national attention as a result of the book and feature film “Hidden Figures.”

Hampton remains a destination that is attractive to weekend travelers. Travel trends indicate consumers make last minute travel plans to destinations within a day’s drive. Hampton's proximity to major metropolitan areas within a day’s drive, combined with our added attractions, gives the city an advantage in capturing the short-term and weekend traveler.

Despite this visionary legacy and tourism potential, Hampton has pockets of aging retail and lodging, and the city presents a limited inventory of hotel rooms available for group room blocks. Its limited select-service accommodations impact the city’s desirability as a convention, sports event and leisure destination, and critically threatens Hampton’s overall tourism success.

Target Markets

Hampton’s tourism marketing targets convention, meeting, and sports event planners, leisure travelers, and travel journalists that have the ability to impact the decisions of all of these parties. Our sales and marketing efforts are focused on meeting planners and travelers representing special interest segments including Military, Federal Government, State Government, Fraternal, Science & Technology, Engineering, Aviation, Green, Military Reunions, Patriotic, Athletic (all sports), Marine, Group Tour/Travel, AAA Market & State Welcome Center, Family & Class Reunions, State Associations, Trade Associations, LGBT, Religious, Education (non-per diem), Corporate, Hobby, Civic, Social Welfare/Cultural, Public Administration, Medical, National Travel Print and Digital Media, and Local Print, Broadcast and Digital Media, and Community Organizations.

Strategies and Tactics

Hampton relies on relationship marketing to contract group business that will fill Hampton venues, hotels, retail, restaurants and attractions. The Hampton sales and media teams attend market specific tradeshows and business exchanges to network with key planners and journalists. In person and telephone sales calls, digital interaction, client presentations, site visits, and destination reviews/familiarization tours are all utilized in effectively turning prospects into active customers.

We target all of the listed audiences with an aggressive advertising campaign that showcases Hampton's diversity through a personification of the destination and Hampton venues. Advertising creative is regularly transitioned based on market trends, destination and seasonal supply and demand, and new product to be showcased. Hampton's media placement strategies reflect our destination experiences, such as convention/meeting, sports events, group tour (student and leisure), leisure travel, marine/boater, and history/ heritage. The media utilized represent a strategic integration of print, digital, and outdoor advertising, with special consideration to the Virginia Tourism Corporation advertising strategy and the cooperative opportunities and marketing leverage it affords.

Dynamic social media engagement efforts include Hampton visitor-oriented Face Book, Twitter, Instagram, Snap Chat, Pinterest and You Tube accounts.

Tracking and Evaluation

Monthly evaluation of marketing effectiveness include study of new business booked including the number of room nights and its economic impact; returning business' room nights and economic impact; the number of groups (conventions, sporting events, group tours) and individuals serviced; the number of media placements generated, circulation, and advertising value as a result of media team efforts; and website engagement including new visitors, page views, and bounce rates. STR reports are monitored monthly to identify destination and competitor occupancy, average daily rate, revenue per available room, supply, demand, and revenue trends.

Specific annual goals set to measure effectiveness include:

- 60,000 Room Nights Booked
- 185 Convention Leads
- 20 group tour leads
- 400 motor coaches hosted
- 40,000 leisure visitors
- 200,000 web site visits
- 63,000 unique web site visitors
- 25 journalists hosted
- 1000 media relations placements
- 100,000 in free third-party credible circulation